

Cal Poly Report

Vol. 36, No. 18 Thursday, Jan. 24, 1985

Stanford professor will discuss Latin America

Dr. Fernando Alegria, chairman of the Spanish and Portuguese Department at Stanford University, will be the next speaker in the 1984-85 Arts and Humanities Series. He will discuss "Latin America Today: Fantasy and Reality" at 11 am on Thursday, Jan. 31, in UU 220. It is part of the series, "Imagining the Imagination: The Varieties of Contemporary Creativity."

The native of Santiago, Chile, will present a discussion of his work as a creative writer in the context of social and political conditions in Latin America today.

The series is funded partially by a grant from the California Council for the Humanities, the state-based affiliate of the National Endowment for the Humanities, and is sponsored by the university's School of Communicative Arts and Humanities.

CP Alum at Inaugural Lunch

When President Reagan sat down for the traditional inaugural lunch on Monday, one of the guests was a Cal Poly alumna.

The congressional leadership gives the lunch for the president and the vice president, and it was decided that "real people" should be invited, not just public officials and the diplomatic corps.

One of the six "real people" invitees was Marilyn Hamilton, a 1971 Home Economics graduate. She was the 1983 Honored Alumna from the School of Human Development and Education, and the Honored Guest at last year's Poly Royal.

A 1978 hang-gliding accident damaged Hamilton's spinal cord, leaving her legs paralyzed. However, within six months of the accident, she was training for a statewide tennis tournament for the disabled.

She went on to become a champion in tennis and a top competitor in the International Disabled Winter Olympics. Currently the Clovis resident is a vice president for a company specializing in sports wheelchairs and other aids for the disabled.

Dale Andrews honored

Dr. Dale W. Andrews, executive vice president emeritus, was honored Saturday (Jan. 19) night at the annual dinner of the San Luis Obispo Chamber of Commerce. Andrews was named Citizen of the Year for his many years of community service. He retired from Cal Poly in 1983.

'85-'86 Budget: good news continues

In last January's State of the State address, Gov. George Deukmejian called education "our highest priority." That produced a nearly 20% increase in The California State University budget for 1984-85.

In her analysis of the 1985-86 CSU budget Chancellor W. Ann Reynolds says, "For the second straight year we will be able to make progress rebuilding at least partially what we have lost during the past decade."

Overall state support is approximately 11% more than the current CSU budget. The governor proposes employee compensation increases that would average 6.5%. Additional salary increases for faculty in January and June of 1986 would bring their total increase to 10.5%.

Additional good news is in store for students and parents who pay university fees. A \$5.7 million proposal by the governor would avoid a general fee increase by keeping the fees at 1984-85 levels. The CSU board of trustees' proposals to consolidate the Student Service Fee and State University Fee, change the breaking point for part-time students from 5.9 to 6.0 units, and eliminate the post-baccalaureate fee differential have been endorsed by the governor.

The CSU board of trustees request for more than \$38 million in Program Change Proposals (PCPs), was reduced by the governor to \$15.6 million. The governor's PCP budget is 20% more than the \$12.9 million allocated in 1984-85. Funding requested for faculty development was dropped from \$2.4 million to \$966,000. The governor's budget adds a PCP and \$750,000 for "Transfer Centers." This is part of a statewide effort to increase the student transfer rates from community colleges to four-year institutions.

The governor's proposed \$56.4 million CSU Capital Outlay Program for the 1985-86 fiscal year includes three Cal Poly projects: \$6.8 million in construction funds for the Agriculture Science Building; nearly \$1.8 million to equip the new Engineering building, and \$786,000 to equip the remodeled Dexter Building. The CSU Capital Outlay Program amounted to \$25.2 million in 1984-85.

(Cont. on Page 2)

Ag management alumni schedule seminar

Some 200 former students of the Agricultural Management Department are expected to gather in San Luis Obispo on Friday and Saturday (Jan. 25-26) for the ninth biennial Agricultural Management Alumni Seminar.

Scheduled during the two-day event are speakers and panel discussions, all focusing on the theme, "California Agriculture: Building a Better Tomorrow." Among the topics to be covered are "The Future of Water in California," "Agricultural Financing in the Future," "Current Issues in California Ag Labor Relations," and "The Future of Agricultural Education."

Applications available for Administrative Fellows Program

Faculty and staff members interested in a possible career in university administration or management may apply now for the California State University Administrative Fellows Program.

March 13 is the deadline to apply for 1985-86 academic year fellowships. Applications and confidential evaluation forms must be submitted to the President's Office.

The purpose of the Administrative Fellows Program is to provide an opportunity for upward mobility. It is especially intended to ensure that women and people from ethnic-minority backgrounds have equal opportunity for placement and advancement in administrative, managerial and executive positions in the CSU.

Assignments normally are made to another campus in the CSU system. However, assignments at the home campus are possible when relocation would impose a personal hardship on a fellow or when the fellowship experience would be enhanced by staying at the home campus. In such a case the new duties must be clearly separate from the fellow's regular position responsibilities.

Fellows receive their regular salary, vacation and retirement benefits.

For more information and an application, call or visit Smiley E. Wilkins, affirmative action coordinator, Adm. 110, ext. 2062.

Student fee limits set

A bipartisan group of lawmakers, university officials and student leaders have come to an agreement to limit student fees. The agreement would impose a 10% cap on all future fee increases in the CSU and UC systems and establish a fee adjustment formula.

The new formula would allow fee adjustments — both up and down — once a year tied to a three-year average of student services costs. If passed by the Legislature and signed by the governor, the agreement would take effect in the 1986-87 school year.

Additional advisory committee

The *Cal Poly Report* of Nov. 15 failed to include the Disabled Student Services Advisory Committee. The committee includes:

Disabled Student Services Advisory Committee	
Harriet Clendenen — Chair	
Mary Lou Brady	Richard Stensby
Jane Chamberlain	Linda Wyatt
Howard Drucker	Pam Sheppel
Michael Frimmel	Kathleen Lazzo
Tom Hopkins	Nancie Bell
Robert Lint	Katrina Viborg
William Patterson	Bernard Vessa

Five campus departments sponsor career symposium

Cal Poly's sixth annual Career Symposium will be held from 10 am to 3 pm on Monday, Feb. 4, in Chumash Auditorium.

The symposium will offer students an opportunity to explore career options, cooperative education and summer employment possibilities with representatives of more than 75 public and private organizations, businesses and agencies.

Seminars will be held on interviewing from the employer's perspective, smoothing the school-to-career transitions, career paths for non-technical majors, and building marketable skills.

In addition, area high school and community college students and counselors have been invited to meet with the employers and learn about Cal Poly through a variety of seminars developed for their interests.

The symposium is sponsored by the university's Career Planning Center; Placement Center; and its Relations with Schools, Student Academic Services, and Cooperative Education offices.

Insurance rep to visit

Richard Schmidt, representative of Occidental Life of California, will be on campus Tuesday, Jan. 29 from 9 am to noon to answer questions on the Cal-Western/Occidental basic and major medical health insurance which is sponsored by the Public Employees' Retirement System. Those interested in talking with him can contact him in the Staff Dining Room. Appointments are not necessary.

. . . 1985-86 Budget

The funding of the CSU support budget as contained in the governor's budget for 1985-86 represents a significant change from prior years in that \$13.1 million in funding is anticipated from the California State Education Lottery Fund, and \$13.7 million from SAFCO (Special Account for Capital Outlay).

The governor's budget also calls for \$13 million in funding for special repairs and deferred maintenance for the CSU. Approximately \$1 million is earmarked for Cal Poly. The CSU minor capital outlay program would include \$8 million, with Cal Poly scheduled to receive between \$400,000 and \$500,000.

The governor's budget includes a reduction of 250 positions with no reduction in budgeted expenditures. The Department of Finance has requested that the CSU identify the positions for reduction by March 1. This is part of the governor's initiative for reducing the size and cost of state government, and increasing productivity.

The governor's proposed 1985-86 budget now faces months of scrutiny in the Senate and Assembly.

1985-86 Fall Commencement Address

EDITOR'S NOTE: The following talk was given by John L. Doyle, executive vice president of Hewlett-Packard Company and a charter member of Cal Poly's President's Cabinet, at last month's commencement. He spoke from brief notes rather than from a prepared text. Because of the tremendous response to Mr. Doyle's remarks, we are sharing the talk with those in the University community who were unable to attend the ceremony.

Life Chances

Thank you, Warren, and let me say that it's a pleasure to be here amongst you all on this happy occasion. I've been urged to be brief, and brief I shall be — no matter how long it takes. It's interesting to me that this is the first Fall Commencement and it is also my first commencement address. This gives me a sense of *vujà dé* — you know, that feeling that you've never done anything like this before!

The first reference to commencement that I could find was at Oxford, which in those days was called Oxenford, in the year 1387, and they probably had a speaker there. And I hope he did not have the same problems as a speaker I heard about recently who made quite a long speech at an important convention. At the end of his lengthy performance somebody came up to him and said, "That was undoubtedly the worst speech I ever heard." He got a little upset about that so he went over to the president of the convention and said, "I'm very sorry. I must have ruined your whole convention." And the president said, "Oh, don't worry about that. Who told you that?" And he pointed to somebody over in the audience and the president said, "Don't worry about him at all. He never had an original idea in his life. He just reports the comments of those around him."

Commencement, I think, is well named. Of course, at Oxford in those days the only languages used were French and Latin, and, of course, commencement comes from both of those roots and means "beginning." Another word, of course, is debut and there are some in front of me who do not look like debutantes but in a sense you are, because you're embarking on a new phase.

I wanted to talk a little bit about life chances because there's an interesting book with that title by Ralf Dahrendorf who contrasts the opportunities that people have in this world. He says that we have options and ligatures. By ligatures he means ties and traditions. Those options can be small or large. The ligatures or traditions can be weak or strong. Had you been born in China, I think your options would have been small and your traditions strong. In West Germany in the post war period, your options would have been large, your traditions weak. You are in a very fortunate position. You have large, almost enormous options. And a reasonable set, but not a confining set of traditions. The situation you are in is balanced. And balancing is what you get to do from now on. The more options, the more balancing is necessary. And the fewer traditions, the more difficult that balancing is — the more confusing and challenging life can be.

Well, how do you balance? What are the tools of balancing? Analysis, perspective, forethought — all provided by education. An education should provide you with two things: the ability to learn throughout all of your life and the curiosity to want to do so. What should a basic platform of education for balance contain? I believe four things: two languages and two philosophies.

In this country, one of the languages is English, and the other is mathematics. Mathematics is a language and needs to be thought of as that by most of us. The philosophies are natural philosophy and moral philosophy. We need to be able to achieve the kind of harmony that President Baker was talking about between those two forces. Natural philosophy is what basic science was called when I was at Glasgow University. It is the study of the natural world. The world, if you will, that God made. And mathematics is its language.

The humanities represent the study of the man-made world, and moral philosophy is the key to the understanding of that world. Ethics, politics and economics, for example. English, for us, is the language of moral philosophy, and we must read, write and possibly speak well. William Cobbett, that great vituperator, said, "He who writes badly, thinks badly." I think there is a real message there for us.

Economics is particularly essential. It is the framework for all political systems and it combines, of course, both English and mathematics. The balance between natural and moral philosophy comes to the real crunch in the world of economics, and we have to understand the interaction and the balance.

Balance is also a verb, and in action, leads to curiosity. So with passing competence in two languages and at least an introduction to two philosophies, one is prepared to learn to be useful and to learn forever. This is the core, and of course additionally, you need a set of marketable skills because it is a little hard to go out and say that you are a philosopher and immediately get a job in the typical corporation.

Discipline is necessary to do one's own balancing. Freedom without discipline is anarchy. Discipline without freedom is autocracy. Freedom and discipline in the optimum ratio is democracy. To attain the balance is a real struggle. Positive freedom — I would like to make Isaiah Berlin's distinction — positive freedom means the opportunity to develop, whereas negative freedom is simply the mere absence of coercion or restraint. You are fortunate because you have positive freedoms.

The future may well be for you in some business enterprise, perhaps a company. Based on my 27 years in that type of environment, I have a few observations. First, no matter where you work, regard yourself as self-employed. I think of myself as the president and one of four shareholders in the John Doyle Company, the other three being my wife and children. I regard myself not just as an employee but also as a subcontractor to Hewlett-Packard. And that is a use-

(Cont. on Page 4)

. . . Fall Commencement Address

ful perspective because occasionally you will find yourself wondering if the company is being fair to you, or something like that. And it is useful to look back and say to yourself, "What is the quality of the product and the quantity of the product and the price of the product I am delivering to my customer?" If you think of your employer as a customer, it is often a very useful perspective to get you over those rocky times that will surely happen.

Don't worry too much about a career plan. I call life in a company a career maze. Your job is to create opportunities and then make balanced choices between them. Life in a company is also a business of balance. You have the customer, the employees, and the shareowners who represent the population at large. You have to balance the needs of those three constituencies.

As you achieve responsibility for others, learn to suspend judgment. It is rare that someone is stupid. They are just seeing things differently. Even very simple things can engender three points of view: your opinion, my opinion and the facts. And it is important to be able to draw that distinction. Moderation is useful in one's behavior, too. There is a saying, "moderation in all things." I extend that to include moderation itself because being immoderate on occasion is most important. But incorporating moderation in one's life is tough. St. Augustine said that abstinence is easier than moderation. I don't know; I've never tried abstinence. But I do know that moderation is difficult.

And finally we say that in HP that example is more important than exhortation. We have a saying, "What you do is so loud, I can't hear what you say." It is important to keep that in mind. The people who have succeeded in the company over the years are those who have been both ready and able to grow forever. And the people who never stop learning and who have this fundamental core of education — the two languages and two philosophies — are able to draw the proper compromises, the optimum compromises and to balance.

Two final words on balance. One, the external point of view as expressed by B. Wilkinson, the British historian. He said, "The greatest theme of history is the unending story of man's efforts to reconcile order and liberty — the two essential ingredients of a truly great civilization." And I might also say of a truly great university or company. Then the personal, internal view. Rabbi Hillel, in about the year 1 BC asked three questions: "If I am not for myself, then who is for me?" "If I am not for others, then who am I?" "If not now, when?" You may be thinking, if not now, when? about the end of this talk. And rightly so.

My compliments to the university and to the faculty that labored long and hard with you. And my very best wishes to all of you graduates in your balanced endeavors and very good luck in your unbalanced ones. And may your lives have many chances. Thank you.

Dateline

(S) - Admission Charged

(!) - Admission Free

THURSDAY, JANUARY 24

University Club: Barron Wiley will discuss "Malta — At the Heart of History." Staff Dining Room, noon. (!)

Men's Basketball: Chapman College, Main Gym, 7:30 pm. (S)

Travel Class: Learn about Hong Kong/Japan, points of interest, lodging and transportation. Slides included. Science North Room 213 at 11 am. Sponsored by UU Travel Center. (!)

FRIDAY, JANUARY 25

Film: "Star Trek III," Chumash, 7 and 9:15 pm. (S)

Gymnastics: UC Davis, Sacramento State, San Francisco State, Main Gym, 7 pm. (S)

C.A.R. materials distributed to departments.

SATURDAY, JANUARY 26

Baseball: Alumni, SLO Stadium, noon. (S)

Women's Basketball: Cal State Dominguez Hills, Main Gym, 5:45 pm. (S)

Men's Basketball: Cal State Dominguez Hills, Main Gym, 8:05 pm. (S)

MONDAY, JANUARY 28

Film: "The Green Wall," San Luis Lounge, 7:30 pm. (!)

WEDNESDAY, JANUARY 30

Books at High Noon: Jeanann Forsyth (diet counselor and nutritionist) will review "The Slender Balance," by Susan Squire and "Why Are They Starving Themselves?" by Ellen Landau. Staff Dining Room, noon. (!)

Men's Tennis: UC Santa Barbara. 1:30 pm. (!)

Circus: The Chinese Magic Revue of Taiwan will perform comedy, juggling, dancing, magic, balancing acts, kung-fu and more. Main Gym, 7 pm. (S)

THURSDAY, JANUARY 31

Speaker: Fernando Alegria (Stanford) will discuss "Latin America Today: Fantasy & Reality" as part of the Arts and Humanities Lecture Series. UU 220, 11 am. (!)

University Club: Wes Conner (OH) will discuss "Gardens of Europe." Staff Dining Room, noon. (!)

Travel Class: Learn about Mexico, points of interest, lodging and transportation. Slides included. Science North Room 213 at 11 am. Sponsored by UU Travel Center. (!)

Craft Classes: There are still some craft classes available in leather, stained glass and basic auto repair. Sign up in the Craft Center UU 111 or call Ext. 1266. (S)



Position Vacancies

Vacant staff positions at Cal Poly State University and the Cal Poly Foundation are announced in this column and are posted outside the respective offices. Contact those offices (State: Adm. 110, 805-546-2236—Foundation: University Dining Complex, 805-546-1121) for applications and additional position details. Both Cal Poly and the Foundation are subject to all laws governing affirmative action and equal employment opportunity. All interested persons are encouraged to apply.

State

CLOSING DATE: 2-8-85

Administrative Assistant I, \$2015-\$2425/month, School of Engineering.